

# C.I.G. Administrative Instructions 20-33

## RESTRICTED

1 of 1

OGC HAS REVIEWED.

RESTRICTEDCENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

STATINTL

ADMINISTRATIVE INSTRUCTION  
NO. 

17 January 1951

SUBJECT: Incentive Awards Program

STATINTL

RESCISSIONS: Administrative Instruction  dated 27 July 1949.  
 Administrative Instruction dated 14 June 1948.  
 Administrative Instruction dated 31 December 1948.  
 Administrative Instruction dated 1 November 1950.

1. In compliance with effective laws and regulations, CIA will grant to its employees cash awards or increases in basic rates of compensation for meritorious suggestions or superior accomplishments as set forth herein.

2. Under the program, incentive will be provided by:

- a. Cash awards for meritorious suggestions.
- b. Cash awards or increases in rates of basic compensation for superior accomplishments contributing to outstanding efficiency and economy in administration.
- c. Additional step increases as a reward for superior accomplishment.

3. Efficiency Awards Committee.

a. The Efficiency Awards Committee shall include the following:

- (1) Assistant Deputy Director (Administration) - Chairman
- (2) Personnel Director - Member
- (3) Comptroller - Member
- (4) Advisor for Management - Member
- (5) Representative of Office Concerned - Member
- (6) Personnel Relations Officer - Non-voting Member and Recorder

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b. Functions of the Committee.

(1) The Committee shall be responsible for carrying out the program and will be governed by the provisions of applicable laws and regulations.

(2) The Committee shall determine which type of award is best suited to give proper recognition and make appropriate recommendations to the Director or his designee.

c. The Committee will meet at the call of the Chairman.

d. Stimulating Participation.

(1) In order that the program may serve as an incentive to CIA employees, the Personnel Director shall give it full internal publicity and shall use CIA publications to publicize awards made to CIA employees. The Personnel Director will make an annual report to the Bureau of the Budget on the status of the program.

4. Eligibility for Awards.

a. All civilian employees of CIA are eligible for awards under the program.

5. Conditions Governing Awards.

a. Cash awards or salary increases awarded to employees under the program shall be in addition to regular compensation.

b. Acceptance of cash awards for meritorious suggestions shall be a full release to the Government from any and all claims by the employee, his heirs, executors, administrators, or assigns for the use of such suggestion.

c. Not more than one award shall be made to an employee for any one suggestion unless the actual first year savings are sufficiently greater than the estimate of savings on which the original award was based.

d. No two employees may be given cash awards or salary increases for the same improvement except in a shared or group award.

6. Cash Awards for Meritorious Suggestions.

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## a. General

Cash awards may be authorized for meritorious suggestions outside the normal requirements of the duties of the position of the suggester. The total of such awards shall not exceed \$25,000.00 during one fiscal year.

## b. Awards for Savings

If such an award is based on estimated savings resulting from adoption of the suggestion, the amount of the award shall be based on the estimated savings in the first year of operation in accordance with the following table, unless the Director shall determine that a different amount is justified:

<u>ANNUAL SAVINGS</u>	<u>CASH AWARDS</u>
\$1 - \$1,000	\$10 for each \$200 of savings with a minimum of \$10 for any adopted suggestion
\$1,000 - \$10,000	\$50 for the first \$1,000 of savings, and \$25 for each additional \$1,000 of savings
\$10,000 - \$100,000	\$275 for the first \$10,000 of savings and \$50 for each additional \$10,000 of savings
\$100,000- or more	\$725 for the first \$100,000 of savings, and \$100 for each additional \$100,000 of savings provided that the maximum award for any one suggestion shall not exceed \$1,000.

## c. Awards for Improvements Not Necessarily Resulting in Savings.

Cash awards may be authorized for adopted suggestions which result in increased efficiency, conservation of property, improved working conditions, better service or other types of improvements whether or not an identifiable monetary saving to CIA results. The amount of the award shall be commensurate with the benefits anticipated from the suggestion and will be determined by the Committee.

## d. Honor Awards

Certification, medals or other emblems may be awarded by the Director in addition to monetary awards,



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and also in honorary recognition of service which the Committee recommends as exceptional, but not meriting a cash award.

## e. Submission of Suggestions

A suggestion may be submitted directly to the Personnel Director by the suggester or through supervisory channels. It should be in duplicate, and should include:

- (1) Name of employee.
- (2) Title and grade.
- (3) Division, Branch and Office.
- (4) Detailed description of the suggestion, with a statement of the actual saving of money which will result or has resulted in the first year of its operation, or the basis for opinion that other exceptional benefit to CIA will result from adoption.

## f. Action on Suggestions

(1) The Personnel Director will remove the identification of the suggester and submit each suggestion to the appropriate offices for review.

(2) Suggestions concerning organizational procedures will be submitted to the Advisor for Management for review.

(3) The Personnel Director will prepare the necessary papers for submission to the Committee.

(a) If the Committee determines that a suggestion has merit, the Chairman will recommend to the Director that a cash award or a Certificate of Award or both be presented.

(b) If the Committee determines that a suggestion is not acceptable, the Personnel Director will notify the suggester of the reason his suggestion was not adopted.

(4) Whenever the Director believes that a suggestion would benefit the Federal Government generally, he may report it to the Director of the Bureau of the Budget for dissemination to all Departments and Agencies. However, no additional cash award may be authorized for the suggester.

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(5) The personnel Director will place a record of each suggestion submitted and final action taken in the personnel file of the employee.

7. Cash Awards or Increases in Rates of Basic Compensation for Superior Accomplishments Contributing to Outstanding Efficiency and Economy in Administration.

a. Cash Awards for Efficiency

Cash awards may be authorized for savings made in the conduct of an employee's own operations whether such savings are the result of a suggestion or other personal accomplishment. Such an award shall not exceed 25 per cent of the estimated savings in the first year of operation, nor an amount equal to three times the step increase of an employee's grade.

b. Increase in Rates of Basic Compensation for Efficiency

A salary increase of one, two or three steps may be authorized for a suggestion or superior accomplishment in the conduct of an employee's own operations which results in such substantial savings to CIA that limitations on the amount of cash awards would result in inadequate reward. The annual rate of such a salary increase shall not exceed 25 per cent of the estimated savings for the first year, nor three salary steps in the individual's grade.

c. Shared or Group Awards

Where contribution to the improvement of efficiency has been made by more than one employee, all employees contributing, including supervisors, may share awards -- each sharing in proportion to his contribution. The total amount awarded may not exceed the amount authorized for the type of award. No two employees may be given cash awards or salary increases for the same improvement except in a shared or group award.

d. Submission of Recommendations

(1) Where recommendations are based upon a meritorious suggestion follow procedures under 6e.

(2) Where in the review of operations of their respective offices office heads discover supervisors and employees whose superior accomplishments contribute to outstanding efficiency and

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economy in administration they will recommend awards under this section. Such recommendations will be forwarded to the Personnel Director through normal channels. Each such recommendation must be specific and well documented to permit proper evaluation by the Committee.

(a) The recommendation must include:

1. A full and complete description of what methods, procedures, organizational changes, etc., have been adopted contributing to improvements resulting in outstanding efficiency and economy in administration of the particular office or unit.

2. Identification of the outstanding office or unit.

3. Identification by name of the supervisors and employees whose personal efforts have caused the office to be outstanding.

4. Supporting documentation of the contribution made by each supervisor and employee where group or shared awards are recommended.

8. Additional Step-Increases as a Reward for Superior Accomplishment.

a. Awards

(1) A salary increase of one step may be granted an employee for: (a) sustained work performance of a high degree of efficiency; (b) the initiation and development of a suggestion, over and above the normal requirements of his position, which increases efficiency; or (c) special service of an outstanding nature, whether or not the performance, suggestion, or special service results in substantial economies.

(2) No employee shall be eligible for more than one such additional step-increase within the time period between normal step-increases (i.e. 52

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calendar weeks of service if position is in a grade in which step-increases are less than \$200 and 78 calendar weeks of service in a grade in which step-increases are \$200 or more).

b. Basis for Awards

(1) In order to serve as the basis for an award of an additional step-increase, the accomplishment of an employee must meet one of the following tests:

(a) Sustained work performance for a period of at least three months of such nature that it not only meets the requirements for the highest attainable efficiency rating but merits distinction among those who are given such rating or among those whose current work performance is sufficiently outstanding to justify such rating; or

(b) Initiation of an idea, method, or device, which has been developed and adopted because it is expected to improve the public service or provide for more economical operation in the public interest; or

(c) A special act or service in the public interest, related to official employment, over and above normal position requirements, of an unusual or distinctive character, where its recognition as a basis for an additional advancement would serve as a definite incentive to others.

c. Submission of Recommendations

(1) Recommendations to the Committee under this section will be made by all Agency supervisors who in the course of their periodic reviews of the operation of their respective offices and sub-units discover employees whose performance merits such recognition.

(2) Recommendations will be forwarded to the Personnel Director through normal channels. Each such recommendation must be specific and well documented to permit proper evaluation by the Committee.

(3) The recommendations must include:



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(a) A statement that the employee has had, for a period of at least six months immediately preceding the date of the recommendation, an efficiency rating of "outstanding" or that he merits such a rating at the time the recommendation is made:

(b) A description of how the employee would have to perform his duties in order to meet the standards of performance normally expected in the position.

(c) A description of how the employee actually performed his duties in order to be rated "outstanding". This should include facts concerning the quantity and quality of the employee's work, the manner of performance, personal traits, and other evidence of superior accomplishment. This part of the recommendation should be in specific terms with examples to show how he met the standards of an "outstanding" employee.

(d) A description of how the employee's performance merits distinction among other employees rated "outstanding" or who are worthy of such rating; and how such performance was an incentive to other employees.

(4) Examples of the types of acts or service which might justify such an award are:

(a) Distinguished achievement in improving the morale of employees.

(b) Outstanding contribution to management or operations.

(c) Monetary saving to the Government.

(d) Act, service, or valor over and above the call of duty.

(e) Performance which has involved the overcoming of unusual difficulties.

(5) Examples which by themselves are not acceptable for recommendation for superior accomplishment rewards are:


(a) Long hours voluntarily worked.

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- (b) Loyalty to the service.
- (c) Efficiency rating of "satisfactory".
- (d) Performing duties of a higher grade, which situation could have been corrected by reallocation.
- (e) Long and faithful service.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

STATINTL

  
MURRAY McCONNEL  
Deputy Director  
(Administration)

DISTRIBUTION: No. 3

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UNCLASSIFIED		RESTRICTED		CONFIDENTIAL		SECRET	
(SENDER WILL CIRCLE CLASSIFICATION TOP AND BOTTOM)							
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP							
TO		INITIALS	DATE				
1	Deputy Director (Administration)	<i>mm</i>	24 Jan				
2	<i>Adviser for Mgt.</i>						
3							
4							
5							
FROM		INITIALS	DATE				
1	Advisor for Management	<i>mm</i>	19 Jan 51				
2							
3							

<input type="checkbox"/> APPROVAL	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE
<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> RETURN
<input type="checkbox"/> COMMENT	<input type="checkbox"/> PREPARATION OF REPLY	<input type="checkbox"/> DISPATCH
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> FILE

REMARKS: Director may Delegate to  
Per-Dir. if he wishes - But needs  
Not be in this instruction  
2. Stencil sent to Reproduction 24 Jan.

JAN 25 1951

SECRET CONFIDENTIAL RESTRICTED UNCLASSIFIED

FORM NO. 30-4  
SEP 1947

UNCLASSIFIED		RESTRICTED		CONFIDENTIAL		SECRET	
(SENDER WILL CIRCLE CLASSIFICATION TOP AND BOTTOM)							
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP							
TO		INITIALS	DATE				
1	<del>General Counsel</del>	<i>mm</i>	24 Jan				
2	Comptroller	<i>mm</i>	24 Jan				
3	<i>Dep. Dir., Admin.</i>						
4							
5							
FROM		INITIALS	DATE				
1	Personnel Director	K	29 Dec				
2							
3							

<input type="checkbox"/> APPROVAL	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE
<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> RETURN
<input type="checkbox"/> COMMENT	<input type="checkbox"/> PREPARATION OF REPLY	<input type="checkbox"/> DISPATCH
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> FILE

REMARKS: Under the decisions of the Comptroller General, the Director is required to approve personally each cash award. It is sufficient for the purpose of the law if the Director signs the certificate of award given the employee, which may be desirable from a morale standpoint. It is not necessary that the Director personally sign vouchers and other documents in connection with the awards.

Lawrence R. Houston  
SECRET CONFIDENTIAL RESTRICTED UNCLASSIFIED

FORM NO. 30-4  
SEP 1947

STATINTL

RESTRICTEDCENTRAL INTELLIGENCE AGENCY  
Washington, D. C.ADMINISTRATIVE INSTRUCTION  
NO. 

17 January 1951

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SUBJECT: Incentive Awards Program

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RESCISSIONS: Administrative Instruction  dated 27 July 1949.  
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b. Functions of the Committee.

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c. The Committee will meet at the call of the Chairman.

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b. Increase in Rates of Basic Compensation for Efficiency

A salary increase of one, two or three steps may be authorized for a suggestion or superior accomplishment in the conduct of an employee's own operations which results in such substantial savings to CIA that limitations on the amount of cash awards would result in inadequate reward. The annual rate of such a salary increase shall not exceed 25 per cent of the estimated savings for the first year, nor three salary steps in the individual's grade.

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(a) The recommendation must include:

1. A full and complete description of what methods, procedures, organizational changes, etc., have been adopted contributing to improvements resulting in outstanding efficiency and economy in administration of the particular office or unit.

2. Identification of the outstanding office or unit.

3. Identification by name of the supervisors and employees whose personal efforts have caused the office to be outstanding.

4. Supporting documentation of the contribution made by each supervisor and employee where group or shared awards are recommended.

8. Additional Step-Increases as a Reward for Superior Accomplishment.

a. Awards

(1) A salary increase of one step may be granted an employee for: (a) sustained work performance of a high degree of efficiency; (b) the initiation and development of a suggestion, over and above the normal requirements of his position, which increases efficiency; or (c) special service of an outstanding nature, whether or not the performance, suggestion, or special service results in substantial economies.

(2) No employee shall be eligible for more than one such additional step-increase within the time period between normal step-increases (i.e. 52

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calendar weeks of service if position is in a grade in which step-increases are less than \$200 and 78 calendar weeks of service in a grade in which step-increases are \$200 or more).

b. Basis for Awards

(1) In order to serve as the basis for an award of an additional step-increase, the accomplishment of an employee must meet one of the following tests:

(a) Sustained work performance for a period of at least three months of such nature that it not only meets the requirements for the highest attainable efficiency rating but merits distinction among those who are given such rating or among those whose current work performance is sufficiently outstanding to justify such rating; or

(b) Initiation of an idea, method, or device, which has been developed and adopted because it is expected to improve the public service or provide for more economical operation in the public interest; or

(c) A special act or service in the public interest, related to official employment, over and above normal position requirements, of an unusual or distinctive character, where its recognition as a basis for an additional advancement would serve as a definite incentive to others.

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(1) Recommendations to the Committee under this section will be made by all Agency supervisors who in the course of their periodic reviews of the operation of their respective offices and sub-units discover employees whose performance merits such recognition.

(2) Recommendations will be forwarded to the Personnel Director through normal channels. Each such recommendation must be specific and well documented to permit proper evaluation by the Committee.

(3) The recommendations must include:

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(a) A statement that the employee has had, for a period of at least six months immediately preceding the date of the recommendation, an efficiency rating of "outstanding" or that he merits such a rating at the time the recommendation is made.

(b) A description of how the employee would have to perform his duties in order to meet the standards of performance normally expected in the position.

(c) A description of how the employee actually performed his duties in order to be rated "outstanding". This should include facts concerning the quantity and quality of the employee's work, the manner of performance, personal traits, and other evidence of superior accomplishment. This part of the recommendation should be in specific terms with examples to show how he met the standards of an "outstanding" employee.

(d) A description of how the employee's performance merits distinction among other employees rated "outstanding" or who are worthy of such rating; and how such performance was an incentive to other employees.

(4) Examples of the types of acts or service which might justify such an award are:

(a) Distinguished achievement in improving the morale of employees.

(b) Outstanding contribution to management or operations.

(c) Monetary saving to the Government.

(d) Act, service, or valor over and above the call of duty.

(e) Performance which has involved the overcoming of unusual difficulties.

(5) Examples which by themselves are not acceptable for recommendation for superior accomplishment rewards are:

(a) Long hours voluntarily worked.

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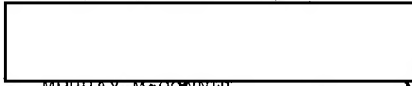
RESTRICTED

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- (b) Loyalty to the service.
- (c) Efficiency rating of "satisfactory".
- (d) Performing duties of a higher grade, which situation could have been corrected by reallocation.
- (e) Long and faithful service.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

STATINTL

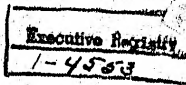
  
MURRAY MCCONNEL  
Deputy Director  
(Administration)

DISTRIBUTION: No. 3

RESTRICTED



STANDARD FORM NO. 64



# Office Memorandum • UNITED STATES GOVERNMENT

TO : General Counsel

DATE: 28 December 1950

FROM : Personnel Director

SUBJECT: Proposed revision of Administrative Instruction 

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1. Reference is made to the attached draft revising Administrative Instruction  Subject: Incentive Awards Program, which has been referred to this office for comment prior to its submission to the Deputy Director for Administration for approval. Although the substance of the proposed instruction had the previous concurrence of the Personnel Division, it is desired that your office make a determination as to whether authority to approve recommendations for awards may be delegated to the Personnel Director or must be exercised personally by the Director of Central Intelligence.

2. It is also noted that references to efficiency ratings on pages 8 and 9 of the draft should be changed to appropriate performance rating adjectives as required under the Performance Rating Act of 1950. Appropriate pencil notations have been made by this office.

3. Original routing by the Advisor for Management provided for review by the Comptroller prior to that of your office. In view of the question raised in paragraph 1 above, however, it is believed that your office should take prior action.

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 WILLIAM J. KENT 

 BUDGET STAFF  
 JAN 2 3 50 PM '51

 BUDGET STAFF  
 JAN 15 8 00 PM '51  
 JAN 25 1951

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(a) A statement that the employee has had, for a period of at least six months immediately preceding the date of the recommendation, an efficiency rating of "~~excellent~~" or that he merits such a rating at the time the recommendation is made.

(b) A description of how the employee would have to perform his duties in order to meet the standards of performance normally expected in the position.

(c) A description of how the employee actually performed his duties in order to be rated "~~excellent~~". This should include facts concerning the quantity and quality of the employee's work, the manner of performance, personal traits, and other evidence of superior accomplishment. This part of the recommendation should be in specific terms with examples to show how he met the standards of an "~~excellent~~" employee.

(d) A description of how the employee's performance merits distinction among other employees rated "~~excellent~~" or who are worthy of such rating; and how such performance was an incentive to other employees.

(4) Examples of the types of acts or service which might justify such an award are:

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(b) Outstanding contribution to management or operations.

(c) Monetary saving to the Government.

(d) Act, service, or valor over and above the call of duty.

(e) Performance which has involved the overcoming of unusual difficulties.

(5) Examples which by themselves are not acceptable for recommendation for superior accomplishment rewards are:

(a) Long hours voluntarily worked.

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- (b) Loyalty to the service.
- (c) Efficiency rating of <sup>"Satisfactory"</sup> ~~Very Good or Excellent~~.
- (d) Performing duties of a higher grade, which situation could have been corrected by reallocation.
- (e) Long and faithful service.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

MURRAY McCONNEL  
Deputy Director for Administration

DISTRIBUTION: No. 3